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28 FEB 1969

MEMORANDUM FOR: Mr. Bannerman  
Mr. Coffey

SUBJECT : Job-Related Attitudes of New CIA Employees, Part II:  
Government-Wide and Intra-Agency Comparisons

1. Background

A previous paper, "Job Related Attitudes of New CIA Employees" dated November 68, gave a detailed analysis of the attitudes of a group of 300 young CIA professionals. That paper, and subject paper, record the results of an attitude questionnaire completed by young people in Government in conjunction with the President's Program for Talented Youth in the Federal Service.

2. Participants

Criteria: New career employees - those who EOD'd between 1 July 67 and 30 June 68, under 30 years of age at time of EOD, and whose entry-level position (GS-05 or higher) required at least a Bachelor degree.

CIA: 101 CTs - 91 male, 10 female  
199 Non-CT Professionals - 136 male, 63 female  
114 - DDI  
36 - DDP  
31 - DDS&T  
16 - DDS  
2 - DCI

Other Government - 2882 employees from 47 Agencies in the D.C. area.

3. Purpose of Paper

To compare job-related attitudes of:

- a) CIA young professionals with those elsewhere in Government;
- b) CIA CTs with CIA Non-CTs; and,
- c) analyze narrative comments to the two open-ended attitude questions.

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4. CIA sample v other Government:

Generally: Striking similarity in the rankings, in order of importance, of 14 dimensions of job satisfaction: 8 were identical and 4 differed by only one rank order.

Overall, new CIA employees view their jobs in much the same light as other new Government employees. The rank order correlation is .95; 1.00 would indicate perfect relationship. Significant differences were in the rankings in two areas:

Training (quality & relevance) -  
ranked 7th by CIA, 10th by other.

Recognition received for work -  
ranked 11th by CIA, 8th by other.

Pertinent Specific Data:

Training:

- a) Quality of Instructors: Satisfaction - 62% CIA v. 38% other Govt.
- b) Well-Planned Training Program: Satisfaction - 50% CIA v. 24% other Government.
- c) Formal Orientation/Agency Role in Federal System: Satisfaction - 74% CIA v. 36% other Government.

Note: Quantity of Training may account for some of these differences, e.g. 50% of the Government Sample reported no full-time formal training v. 15% of CIA Sample.

Importance of Agency's Goals: Satisfaction 93% CIA v. 75% of other Govt.

Way Organization is Run: Satisfaction - 53% CIA v. 29% other Government.

Run by people who have good judgment: Satisfaction - 77% CIA v. 50% other Govt.  
Can make ideas known to Management: Satisfaction - 73% CIA v. 58% other Govt.

Rules & Regulations: Satisfaction - 74% CIA v. 57% other Government.

Opportunity for advancement: "My rate of advancement will be slower than I was led to believe." -- 43% CIA agreed v. 25% other Government.

Probably advance more quickly in private industry -- 56% CIA agreed v. 41% other Government.

Long Range Career Plans -- Plan to stay with the Agency - 47% CIA v. 13% other Govt.

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5. Comparison of Job-Related Attitudes of Agency CTs and Non-CTs. On the average the CTs were older than non-CTs (28 v. 24) and better educated. On 40 of the 89 survey items dealing with job attitudes and satisfactions, the CTs and non-CTs responded differently; 80% of these differences involved CTs giving more favorable or positive responses than non-CTs.

Significant Differences in Response: Long Range Career Plans  
- intend to stay with CIA? CTs - 71% affirmative -- Non-CTs - 35% affirmative

-Classroom and On-the-Job Training -- CTs responses were more favorable than non-CTs in these areas:

Agency has well-planned training program;

Personal participation in planning of their career development; and,  
Experienced definite growth in skills since EOD.

-The Work itself -- interestingness and meaningfulness.

Discouragement in present job: CTs - 13% -- Non-CTs - 33%

-Impression my job makes on family and friends:

Non-CTs attitudes were more positive in their attitudes toward the public image of their particular jobs and of Federal Service in general.

-Opportunity For Advancement: Favorable response - CTs - 75%;  
non-CTs - 50% -- However, CTs, more than non-CTs, felt they would advance more quickly in private industry.

-Recognition for Work: To a small degree, CTs gave more favorable response.

-The Way the Agency is run: about 50% of both groups expressed positive attitudes, 20% negative, 30% undecided. However, the CTs expressed more positive attitudes in matters involving communications with management.

-Overall Job Satisfaction: CTs - 75% clear Satisfaction, 7% clear dissatisfaction; Non-CTs - 58% clear satisfaction, 22% clear dissatisfaction.

6. Analysis of Open-ended Questions. Two questions were asked:

1) Discuss reasons for job satisfaction/dissatisfaction not covered elsewhere in questionnaire; and,

2) Suggested changes so that younger employees could have a greater responsibility, voice, involvement in the work of their agency.

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Note: AES states that open-ended questions convey a more negative picture than data from objective, multiple choice attitude questions because persons with strong negative attitudes are more likely to express their sentiments than those with more neutral or positive attitudes.

The 300 CIA employees produced 547 comments, 83% of which were negative, 15 % positive, 2 % neutral. The remarks of the CTs and Non-CTs were treated separately.

A. CTs (See Table 3)

64% of the 101 CTs responded; 98 negative comments (70% of the total), 37 positive, 5 neutral. Principal categories and examples of negative comments were:

Training (16 negative v. 3 positive)

Training is too long.

Younger men should be put in charge of training CTs.

More on-the-job and less classroom training .

Management of Young Employees (13 negative v. 0 positive)

Younger employees should be provided earlier with greater responsibilities that challenge their aptitudes and competencies.

Young professionals deserve more responsible duties than secretarial work or reading of files.

Majority of comments focused on need for assignments involving responsibility.

Opportunity for Advancement (11 negative v. 2 positive)

General criticism of promotion system for placing too much emphasis on age and time in grade, neglecting competence and merit.

Personnel and Placement ( 10 negative v. 1 positive)

Complaints about assignment procedures.

No one has the answers concerning employee's future.

Advisors should have full info about job opportunities and training plans.

Be more truthful in keeping employees informed.

Reactions to Older Employees (9 negative v. 0 positive)

Generally, need for more "oldtimers" to retire.

Career Planning (7 negative v. 0 positive)

All 7 commented about the lack of any systematic career planning.

The principal category of positive comment was: The Work Itself (11 positive v. 4 negative).

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**B. Non-CTs (See Table 4)**

78% of the 199 non-CTs responded; 354 negative comments (87% of the total), 48 positive and 5 neutral. There is similarity between the two groups on the principal categories commented on and the type of comments made. The principal categories and examples of negative comments were:

**work itself (46 negative v. 15 positive)**

Here, the non-CTs attitudes were largely negative, as contrasted to CT comments which were largely positive (4 negative v. 11 positive). Some examples of comments: Dull-tedious-uncreative-no challenge; repetitive, too boring.

**Opportunity for advancement (42 negative v. 1 positive)**

Promotions are too slow in coming, based too heavily on seniority. Little concern given to actual performance; politics in promotions; "Eliminate advancement based on seniority and whom you know"; one suggested "employee competition" for promotions (without explaining this system).

Note: Indicates sizeable number of young professionals in CIA (CTs 11 v. 2, non-CTs 42 v. 1) are dissatisfied with our promotion system. Also, this is the only area in which attitudes of young CIA employees are more negative than those in other Government agencies.

**Management of Young Employees (29 negative v. 3 positive)**

Should be given more responsibility.

Senior managers should give their ideas more bearing.

They should be allowed and encouraged to contribute ideas.

Generally, indicated lack of Agency responsiveness to ideas and latents of younger professionals.

**Training (28 negative v. 2 positive)**

No general theme emerged; some felt there was too much of it, others not enough, others that the scope should be broadened to include components other than their own.

**Treatment by Supervisor (17 negative v. 8 positive)**

Broad range of comments from supervision is too close to supervisor's lack of interest in the employee and his work.

One stated that no encouragement or praise or criticism is given until promotion or Fitness Report time.

Note: The CT comments on this category were 3 negative v. 5 positive.

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Personnel and Placement Policies (23 negative v. 0 positive)

AES states that the feelings expressed in a small number of comments here were more intense than comments in any other category.

General feeling: improvement needed in this area. One felt that the personnel staff fails to relieve tense job situations and, instead, creates them. Another stated that a central organization should handle promotions and assignments, not the individual components.

Communication (20 negative v. 0 positive)

General feeling of being cut off from the communication channels of the Agency. Suggested increasing amount of contact between management and young employees - e.g. informal meetings, formal discussions.

This category was not concerned with management listening more to young people, but rather, that young people have opportunity to listen and learn what management is thinking.

Some other categories and comparison with CT comments:

Category	Non-CTs		CTs	
	Neg	Pos	Neg	Pos
Way Agency is run	13	6	6	8
Initial interviews	18	0	4	1
Transfers & Rotations	17	0	2	0
Career Planning	13	1	7	0
Reaction to Older Employees	13	0	9	0

7. AES Concluding Remarks. Compared to rest of Government, our young professionals appear to be reasonably satisfied although they feel that there is plenty room for improvement. AES feels that additional surveys are needed to gain a more comprehensive picture of attitudes within CIA; for example, what are the feelings of our older, more experienced employees - will the attitudes of this new group change over the years, if so - in which direction. AES feels that further studies, providing an overall picture, would be a useful management tool in the making of decisions for improving the effectiveness of the Agency and the management of its employees' careers.

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Support Operations Staff/DDS

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